

**DEPARTMENT OF THE TREASURY
FEDERAL LAW ENFORCEMENT TRAINING CENTER
GLYNCO, GEORGIA 31524**

FLETC DIRECTIVE (FD)

NUMBER: 93-02

Subject:

DATE: 12/13/93

Sunset Review:

GUIDELINES FOR SCHEDULING AND
CONDUCTING CURRICULUM REVIEW CONFERENCES

1. PURPOSE. This directive sets forth policies and procedures for the establishment of a curriculum review cycle for comprehensive review, evaluation, and revision of training programs conducted by the Federal Law Enforcement Training Center (FLETC). This applies to all basic and Center-advanced programs and Center-conducted portions of integrated programs.
2. SCOPE. This directive applies to all FLETC personnel involved with planning, conducting, reporting, and implementing the results of Curriculum Review Conferences (CRC).
3. CANCELLATION. FLETC Directive (FD) 93-02, Guidelines for Scheduling and Conducting Curriculum Review Conferences, dated October 18, 1991, is superseded.
4. REFERENCES.
 - a. FD 93-01, Training Program Management
 - b. FD 94-01, Course Development Process
 - c. FD 91-00.A, Evaluation of Instruction
 - d. FD 91-01.D, Student Critiques of Center Training and Facilities.
5. DEFINITION. A CRC is a formal meeting between authorized representatives of one or more Participating Organizations (PO's), the appropriate FLETC program manager, and subject-matter experts wherein issues relating to (1) program and course subject matter content, (2) instructional methodology and technology, (3) sequencing of courses, (4) student kneaders, and (5) other relevant FLETC-PO topics of mutual interest or concern are discussed.

6. POLICY. The FLETC conducts conferences for all basic and Center advanced training programs, enforces the FLETC's Board of Directors' policies, makes decisions regarding specific program issues where there is no clear consensus among the PO's, and determines how best to satisfy common training needs. In mixed basic programs when there is a consensus among the PO's on an issue which is consistent with Board policy, that consensus will take precedence in any decision made regarding that issue. In integrated basic programs, the PO's position on an issue will also take precedence as long as it is consistent with Board policy. With all training programs covered by this directive, the Director, FLETC, reserves the right to approve, disapprove (with cause), or modify (with cause) the recommendations resulting from a CRC.

7. RESPONSIBILITIES.

a. Each Office Director is responsible for approving all requests to conduct a CRC for programs assigned to their respective office.

b. The Directors, Office of General Training (OGT)/Office of Special Training (OST), with Program Management Responsibility have primary responsibility for determining the need for, conducting, reporting the results of, and implementing the approved curriculum modifications resulting from any CRC for basic and Center-advanced training programs and Center-conducted portions of integrated training programs assigned to their respective office.

c. The Director, Office of State and Local (OSL), has primary responsibility for determining the need for, conducting, reporting the results of, and implementing the approved curriculum modifications resulting from any CRC for training programs assigned to that office.

d. The Director, Office of Artesia and Tucson Operations (OATO), has primary responsibility for determining the need for, conducting, reporting the results of, and implementing the approved curriculum modifications resulting from any CRC in Bureau of Indian Affairs basic training programs, as well as other Center-conducted advanced programs assigned to that office.

e. The Director, Office of Administration (ADM), has primary responsibility for arranging and/or providing support services for the CRC which may include housing, transportation, conference facilities, scheduling information, course cost information, audiovisual materials/equipment, and printing services.

8. GUIDELINES. The CRC process is a five-phase approach. The five phases are: (I) establishing the need, (II) planning, (III) executing, (IV) evaluating and reporting, and

(V) implementing changes. The first three phases span a period of approximately 120 days.

a. Phase I - Establishing Need for a CRC. Phase I should be undertaken at least every year, or sooner when special circumstances dictate.

(1) The appropriate program manager is responsible for submitting a written recommendation to the appropriate office director that a CRC be held. Factors which may justify holding a CRC are:

(a) Issues exist that will require extensive discussion with probable compromise because consensus may be difficult to achieve; therefore, the CRC becomes the most expeditious method of resolving the issues.

(b) Issues exist that will require live demonstration of instructional methodology or other technology in order to gain acceptance, approval, support, and/or joint funding.

(c) The cost-effectiveness of the CRC method to resolve issues is determined to be the best method to foster continuing good relations with the PO's.

(d) The appropriate office director or program manager has received a written request from at least one of the PO's in the affected training programs that a CRC be held to address problems or issues that the PO's believe exist.

(e) It has been over two years since the last CRC was conducted.

(2) A formal memo should be developed, if deemed appropriate by the program manager, requesting that the PO's declare whether they believe a CRC is necessary and why, and that they submit appropriate agenda items.

(3) In recommending that a CRC be held, the program manager will ensure that the curriculum issues are not specific to a single PO for a program that involves multiple PO's and that the issues cannot be resolved on an agency-by-agency basis through:

(a) the appropriate on-site representative;

(b) the Center Interagency Advisory Council;

- (c) telephone conference; and/or,
- (d) correspondence with the affected PO.

b. Phase II - Planning the Conference.

(1) Program Syllabus. The program syllabus is the basic document used in this stage of the curriculum review. Critical elements of Phase II include determinations that:

- (a) All course objectives are directly related to program objectives;
- (b) all objectives are realistic, attainable, meaningful, and measurable;
- (c) course sequence and time allocations are reasonable and appropriate in light of program objectives; and
- (d) program syllabi are evaluated against these critical elements, if applicable, by OGT, OST, OSL, OATO, and the PO's.

At the outset of Phase II, the Program Manager will send a memorandum (Attachment 1) transmitting the program syllabus to all appropriate division chiefs requesting their review and comments on the validity of course objectives, course materials, course methodologies, course sequencing, and allocations of time as pertaining to courses assigned to their respective divisions (Attachments 2 and 3).

(2) Input from PO's. The program manager will also obtain input from the PO's during Phase II of the curriculum review process. A letter from the appropriate program manager will be sent to all of the PO's in the program notifying them that a conference will be held. The letter will include the following:

- (a) Reason for the conference, including the issues and problems to be discussed;
- (b) complete description of CRC process and copy of directive;
- (c) suggested dates;

- (d) site selected and reason (usually FLETC Glynco, Artesia, or Tucson, as appropriate);
- (e) explanation of agenda items, significance of items, and how derived;
- (f) copies of program syllabus, recent program schedule, and other relevant materials, as applicable;
- (g) request for additional agenda items along with the reasons for their inclusion; and
- (h) a preconference questionnaire for completion by the PO's and return to the program manager.

A PO response to a preconference questionnaire needs to be coordinated with the representative(s) who will attend the conference. The response should indicate who will attend the conference and, if more than one person will attend, who will lead the delegation and cast the agency's vote.

In integrated programs, the FLETC program manager and the PO representative shall meet following the request for a CRC and discuss the issues set out in this section and all other pertinent information relating to the need for the CRC.

(3) Historical Files. As part of the routine curriculum monitoring process, program managers will maintain historical files of modifications to each curriculum or program syllabus which have been recommended and/or made as a result of the routine monitoring of each training program. This file will note the source of suggestions or requests, the program manager's response or action, and reasons for that response or action. The program manager will use the file to substantiate past changes, defend the current syllabus, provide relevant information to others involved in Phase II of the curriculum review, and support determinations and recommendations in this phase of the review.

(4) Program Validation Studies. When available, information from program validation studies should be provided by the program manager to PO's and FLETC staff for consideration during review of program and/or course objectives. The program validation study will be provided as soon as it is completed to allow adequate time for review (minimum of 30 days).

(5) Student Critiques. Another useful source of information for program managers during Phase II is student input on course/program content which is

available from student critiques. Program managers will, as part of Phase II, review the comments/suggestions of students and recommend appropriate action if necessary changes have not already been made. Significant information from this source should be provided to other reviewers for consideration in their review of program objectives at the outset of Phase II.

(6) Phase II Timetable. A total of 60 calendar days is estimated for completion of this phase of the curriculum review; for example: (a) a review of the program historical file and student critiques followed by referral of the program syllabus to appropriate reviewers - 10 days (sample memo, Attachment 1); (b) critique and report submission to the program manager - 30 days (sample reports, Attachments 2 and 3); and (c) the program manager's review and assessment of responses prior to Phase III - 20 days.

(7) Arrangements and/or Notifications.

(a) In the letter from the FLETC to the PO's announcing the CRC, the FLETC will request that the participants forward recommended CRC agenda items to the program manager. The FLETC will also include its agenda items in the letter. Where possible, preconference dialogue among PO's should be encouraged. Preconference meetings with PO's at the program management level should be conducted in the development of the agenda.

(b) The ADM and the Washington Office will be notified by the program manager of the CRC. The ADM will be requested, as appropriate, to reserve conference and lodging space and make other resources available, e.g., printing, audiovisual, and other support services.

(c) The finalized CRC agenda will be distributed by the program manager to all affected PO and FLETC staff.

(d) At least 15 working days prior to the CRC and in coordination with the appropriate office director, an analysis of proposed program modifications will be completed for identifying positive and negative aspects that should be discussed at the CRC. During this analysis, the Director/Deputy Director, FLETC, will be briefed.

(e) At least one week prior to the CRC, meetings will be held with affected office directors, division chiefs, and instructors to apprise them of the analysis of the issues.

(f) Evaluation instruments and/or questionnaires for use in conjunction with the CRC will be developed by the program manager, e.g.:

--General Issues Questionnaire

--General Conference Evaluation

(g) Arrangements will be made with the Public Affairs Office by the program manager for special events such as on-site tours.

(h) Arrangements will be made by the program manager for stenographic services and audiovisual support.

(i) Notebooks and other registration materials will be assembled by the program manager.

(j) Conference and necessary breakout rooms will be set up by the program manager with appropriate name tags.

(k) Housing and transportation arrangements will be confirmed by the program manager through the Scheduling and Allocation Division, as necessary.

(l) Scheduled presentations by division chiefs will be coordinated to assure availability and preparation/notification.

(m) Arrangements will be made by the program manager for a Welcome/Social Hour, if desirable and appropriate.

(n) If the Director's presence is anticipated for any particular event connected with the CRC, an Event Profile Form should be completed and submitted to the Director's Office.

c. Phase III - Execution of the CRC.

This short, but intense, phase encompasses the actual conference dates and includes the following actions (assigned to the division conducting the conference):

(1) The program manager will monitor arrival of participants, check-in procedures, and assignment of quarters; and distribute further preconference material as necessary.

(2) The program manager will provide constant monitoring and leadership, including:

- (a) Articulating FLETC analysis on all issues;
- (b) accepting recommendations from the PO's, reserving final decisions until all recommendations can be analyzed by the appropriate divisions prior to submission of the CRC report;
- (c) providing requested materials and information;
- (d) coordinating presentations by appropriate division chiefs regarding the recommendations in their area of responsibility; and
- (e) providing for a half-day (or longer if necessary) break built into the agenda for consultation among PO's. (Please note: If a proposal/issue requires a vote of the PO's in attendance at a CRC, a "weighted" (prorated) vote can be utilized. Weighted votes are determined by calculating each agency's percentage of the total graduates in a given program over the past 5 years and converting this percentage into a whole number that becomes each respective agency's weighted vote. It should be understood that even though weighted votes are based upon a percentage, the total weighted votes cast on each issue will not necessarily equal 100. This is because some agencies do not vote on every issue and because all PO's (even if their percentage of past participation in a program is less than 1 percent) are assigned at least one vote).

(3) Affected division chiefs and staffs will meet at the end of each day to recapitulate activities and will make a verbal summary report to the appropriate office director in time for review before the next day's sessions. Prior to the closing session of the conference, an inclusive verbal summary will be given to the Director and/or Deputy Director as necessary.

d. Phase IV - Evaluation and Reporting of Conference Results.

This phase primarily involves providing the PO's with written feedback which reflects FLETC management's understanding of the issues discussed during the CRC and its ability to take the actions necessary for resolution. Therefore, it is extremely important that the PO's receive a complete and accurate accounting of the CRC in an expeditious manner. This phase consists of the following steps:

(1) The written results of all sessions should be reviewed immediately by the program manager and division chiefs and any questions or ambiguities resolved immediately.

(2) All completed conference questionnaires and surveys (e.g., conference evaluation forms) will be collected and reviewed; a preliminary analysis will be made by the program manager. Statistical analysis will then be performed as appropriate to the data and included in the final CRC report.

(3) The CRC report will be prepared by the appropriate program manager, usually in accordance with the format of the CRC itself. The draft CRC report will be given to each office director and will include: (a) a summary of significant changes in program content or course sequencing during the preceding year or, if applicable, since the previous curriculum review; (b) a summary of FLETC and PO comments; (c) analysis and assessment of the program in light of information received; and (d) the cost of the change or modification to the program. This report should be completed approximately 30 days after the CRC. It is vitally important that the Scheduling and Allocation Division, Budget and Finance Division, and appropriate training division representatives be involved in this phase to ensure that the FLETC's analysis on all issues is complete. Total time from completion of the CRC to the final report approval is as soon as possible, but no more than 60 days.

(4) Once the report is approved by the Director/Deputy Director it will be sent to all PO's utilizing that program along with a transmittal memorandum from the appropriate office director outlining the FLETC's position/decision on all appropriate areas at issue. Copies of this CRC report will also be sent to all appropriate division chiefs for information and action, as necessary. Changes in program costs will be addressed in the transmittal memorandum.

e. Phase V - Implementation of Approved Curriculum Modifications.

The complexity of curriculum modifications is a relative matter; therefore, the total time for implementing approved changes will vary. It is anticipated that the average will be less than six months and that the maximum required time will not exceed nine months after receipt of approval by the Director. The steps to be followed in this phase are:

(1) Implementation schedules will be developed and coordinated with the appropriate offices/divisions.

(2) Draft lesson plans of new or revised courses will be submitted for review and approval in accordance with FLETC Directive 94-01, Course Development Process.

(3) Changes in the curriculum will be incorporated by the appropriate offices; formal notification will be made to all affected parties; and an entry will be made in the permanent program reference file.

9. OFFICE OF PRIMARY INTEREST. The Office of General Training.

Charles F. Rinkevich
Director

Attachments (3)

LET 19-2-1

DATE

MEMORANDUM TO : Chief

Division

FROM : Program Manager

ProgramSUBJECT: PHASE II OF CURRICULUM REVIEW CYCLE
Verification of Program Objectives

Program

FLETC Directive 93-02, Guidelines for Scheduling and Conducting Curriculum Review Conferences, establishes a curriculum review cycle for comprehensive program evaluation. In accordance with this directive, your input is necessary as part of the FLETC's review of the objectives of the _____ training program.

Following your review of the attached current syllabus, please complete the attached response and return it through designated channels to _____ no later than _____.

Attachments

CC: OD, OGT
OD, OST
OD, OATO
OD, OSL

LET 19-2-1

DATE

MEMORANDUM TO : Program Manager

____ Program

FROM: Chief

____ Division

SUBJECT: Verification of Program Objectives

____ Program

In accordance with FLETC Directive 93-02, Guidelines for Scheduling and Conducting Curriculum Review Conferences, I have reviewed the attached syllabus for the above-named program and my comments/recommendations are listed herein (check as applicable):

- ____ 1. Courses taught by this division are consistent with the overall program objectives as defined in the syllabus. (If not, explain in item 4.)
- ____ 2. The description of courses and the objectives as listed in the syllabus are complete and correct as relates to this division. (If not, explain in item 4.)
- ____ 3. Sequencing of courses and time allocations as reflected in the syllabus are correct and satisfactory as applicable to courses taught by this division. (If not, explain in item 4.)
- ____ 4. Based on my review of the syllabus in consideration of the above criteria, all factors are satisfactory with the exception of the following areas in need of corrective action (include additional documentation as necessary; e.g., revised portions of the syllabus/lesson plans).

CC: OD, OGT
OD, OST
OD, OATO
OD, OSL

Division Chief (signature & date)

LET 19-2-1

DATE

MEMORANDUM TO : Program Manager

_____Program

FROM: Chief

_____Division

SUBJECT: PHASE II, CURRICULUM REVIEW CYCLE
Verification of Course Materials and Methodologies

In compliance with FLETC Directive 93-02, Guidelines for Scheduling and Conducting Curriculum Review Conferences, and 94-01, Course Development Process, an evaluation of instructional materials and methodologies utilized by this division in conducting the _____ training program has been completed. Comments/recommendations are as follows (check as applicable):

- _____ 1. Lesson plans listed below are satisfactory in terms of format, content, use of instructional aids, methodology, sequencing, and other criteria as prescribed in applicable FLETC directives.
- _____ 2. Lesson plans and/or related materials listed below are deficient. Corrected lesson plans/materials will be forwarded to the program manager by the date indicated.
- _____ 3. Student handout materials are current, complete, and appropriate for achievement of established objectives.
- _____ 4. Student handout materials listed below are deficient and will be corrected and forwarded to the program manager by the date indicated.
- _____ 5. Test items are correct and appropriate for designated program.
- _____ 6. Test items are deficient as listed below. Corrections will be forwarded to the program manager by the date indicated.

- _____ 7. Course materials utilized by this division contain no racist, sexist, or other objectionable material that is nonessential to attainment of course objectives.
- _____ 8. The materials listed below have been identified as containing objectionable sexist, racist, or other references and will be eliminated/forwarded to the program manager for review by the date indicated.

Division Chief (signature & date)

(List materials / test items)

cc: OD, OGT
OD, OST
OD, OATO
OD, OSL
